



Peterborough Social Services

2024  
2029

# STRATEGIC PLAN

Peterborough Social Services

## Empowering People Discovering Potential

The Social Services Division is committed to supporting individuals and families in our community.

We operate as a Division of the City of Peterborough, and proudly uphold core values of trust, integrity and collaboration in our services.





## Our Vision



# Building A Community Where All Individuals Can Live The Life They Value.

## Our Mission

Social Services provides person-centered, equitable support for individuals and families within the City & County of Peterborough.





# Peterborough Social Services

I'm pleased to share the new Strategic Plan for the Social Services Division with you. Social Services has a vision for the City and County of Peterborough: **“a community where all individuals can live the life they value.”** This Strategic Plan is rooted in that vision.

We support people to live the life they value. This means that we do our best to help with the goals and outcomes that they identify as important. These goals range from moving into permanent housing to life stabilization and employment to ensuring their children have the best start in early learning.

This Strategic Plan is the result of consultation and collaboration with service users, staff, community partners, and elected officials. We are immensely grateful for your insights. One of the key findings of our consultation was that we need to keep the conversation going; and find new ways of connecting. We are committed to finding new ways to keep you up to date on our initiatives, services and programs, and getting your insights and feedback.

I am incredibly proud of the Peterborough Social Services team. Their commitment to our community, as well as to continuous improvement will help us to continue our impact in the lives of individuals and families in Peterborough City and County.

# Our Values

## Trust & Integrity

We will deliver exceptional public service by doing the right things, with personal accountability, transparency, consistency, and respect. We will work together and lead by example by taking on important community issues and instilling confidence in our governance.

## Engagement & Openness

We will proactively collaborate to engage the community on a regular basis, welcoming new ideas and perspectives, embracing creativity, diversity, equity, and inclusion.

## Compassion & Teamwork

We value and care about the needs of our Community and Organization (residents, employees, and businesses). We will inspire authentic leadership with a sense of belonging at all levels, empowered to push forward the contributions that will transform our community.

We collaborate across departments to achieve our goals. We work in partnership with our community. We are one community together, one team with a common purpose.





# About us

Peterborough Social Services serves the residents of the City of Peterborough, and Peterborough County. We are responsible for the delivery and planning of social programs mandated by municipal, provincial and federal government. In addition to these programs, we are an active partner in addressing broader social issues in the City and County of Peterborough.

Our main office is at 178 Charlotte Street in Peterborough. We also have outreach staff that meet people in other locations, which varies from time to time, depending on the needs of the communities we serve.

We are responsible for developing, delivering, and managing a full range of quality human services that work together as a unified whole. We work in collaboration with community partners to plan responsive systems that provide and link individuals to necessary services.

- Social Services has a streamlined intake and referral process. This process is the first point of contact – it could be in person, via email or a phone call. We then triage each person or family to connect them with the appropriate programs or services to address their identified needs.

# Our Services

## Children's Services

Children's Services is responsible for system management of all early years and childcare programs in the City and County of Peterborough. We are committed to providing services that foster early learning and child development in a safe, nurturing environment. We do this by supporting families with the daily cost of child care, providing special needs resource funding, operating grants and administering directly operated child care programs.

## Ontario Works

Ontario Works provides help with basic needs (like food) and shelter (like rent) to eligible people in need living in the City and County of Peterborough. We also provide help with drug and dental benefits, child care and avoiding eviction or utility disconnection.

## Housing Supports & Services

Housing and Homelessness Services support residents, including those at risk of experiencing homelessness with shelter needs. In collaboration with community partners, we develop and maintain coordinated housing and homelessness response with services like Rent Geared to Income (RGI) and below-market housing, rent supplements, housing stability supports, emergency shelter services, shelter diversion, trustee services and collaborative case management.

## Stability Supports

The Division plays a key role in the creation of new opportunities for service users by:

- Building trusting relationships,
- Coaching for action,
- Collaboration with partners,
- Improving employment outcomes,
- Building financial supports,
- Access to employment, training, and food supports.



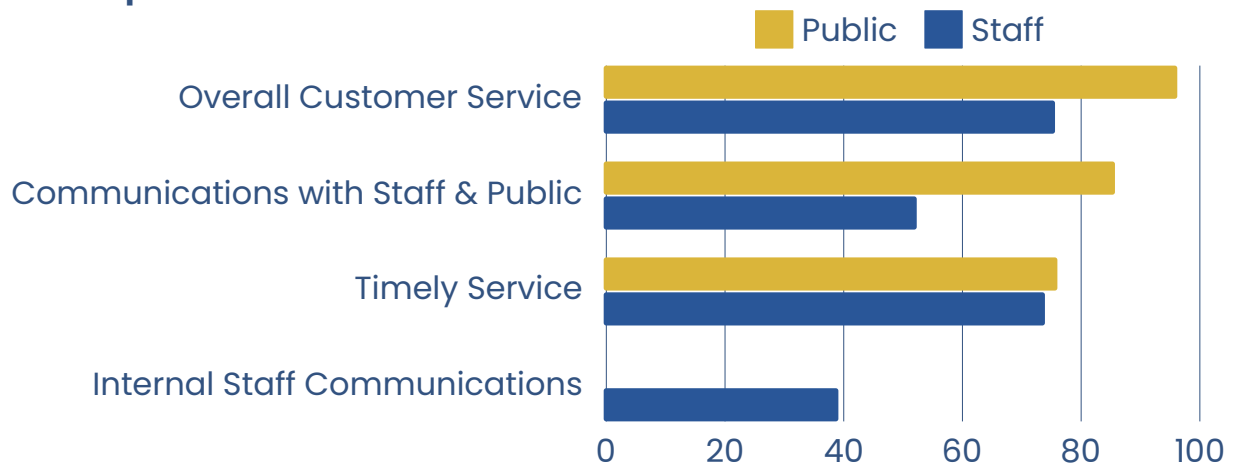
# Our Process

As part of the strategic planning process Social Services engaged with community members, service users, municipalities and partner agencies to discover collective needs and priorities, charting a community-informed path forward.

**135**  
**Surveys and Phone Interviews**

- > 9 Municipalities Engaged
- > 50 Partner Agencies, Staff & Shareholders Engaged
- > 76 Community Members & Service Users Engaged

## Percentage of respondents who said the following services meet or exceed their expectations.



In-person service at an Ontario Works Office received the highest satisfaction rating with 93% of respondents indicating they were satisfied or very satisfied.

Nearly 30% of respondents (27.3%) said Social Services could improve services to the public by increasing the awareness of services offered.

## From stakeholder analysis, the following priorities were identified.

**Employees**  
 (Social Services Staff)

- Recruitment & Retention
- Training & Knowledge
- Work Environments
- Internal Communications

**Customers**  
 (Public, County, City, Townships, Municipalities)

- Stakeholder Engagement
- Partnerships
- Service Delivery
- External Communications

# Strategic Priorities

Our Strategic Priorities center around four key areas:

- ✓ **Service Excellence**
- ✓ **Collaborative Communication**
- ✓ **Development & Well-being**
- ✓ **Innovative Partnerships**

These priorities represent our commitment to meeting the needs of the communities we serve and nurturing our greatest asset – our people.



# Priorities

## Service Excellence

Consistent delivery of high-quality, person-centered, and effective services that meet the diverse needs of individuals and the community. By embracing service excellence as a guiding principle, Social Services can enhance its impact, reputation, and sustainability. Ultimately, contributing to the well-being and resilience of individuals and communities we serve.

## Community Outreach

Strengthen existing outreach programs and explore new opportunities to alleviate barriers that may hinder individuals and families from accessing Social Services.

## Feedback-Driven Culture

Create a culture where open and constructive feedback is actively sought, given and received at all levels of the Division. Implement strategies to ensure that feedback is a regular and integral part of our internal and external relationships.

## Innovation

Embrace innovative approaches to be responsive to the changing needs of individuals and the communities we support.



## Inclusive Environment

Foster a welcoming, respectful, and inclusive environment in all Social Services facilities.

## Diversity

Celebrate and embrace the unique perspectives and experiences of our staff and the communities we serve.

## Equity

Utilize data-driven performance metrics to ensure opportunities are aligned with service plans.

## Continuous Improvement

Foster a culture of continuous improvement, encouraging staff to identify and implement improvements to service delivery.

# Priorities

## **Collaborative Communication**

Through development and implementation of a collaborative communication strategy, Social Services can foster a culture of transparency, trust, and shared responsibility, ultimately leading to more responsive, coordinated, and impactful services for those in need.

## **Establish Communication Protocols**

Develop clear and consistent communication protocols within the Division to ensure effective information flow.

## **Municipal Engagement**

Create a communication strategy to foster stronger connections with municipal staff and elected officials throughout the City and County of Peterborough.

## **Feedback Mechanisms**

Enhance existing mechanisms to receive and respond to feedback from the community, shareholders, staff, and service users.

## **Community Engagement**

Initiate and participate in events, forums, and meetings to understand the needs of the communities we serve.

## **Media Relations**

Working with the City and County communication teams, develop a media relations strategy to ensure accurate and timely communication.

## **Outcome Reporting**

Regularly report on the Division's performance and outcomes to demonstrate the impact of its work.



# Priorities

## Development & Well-being

Ensure staff are equipped with the necessary resources and supports to effectively fulfill their roles while also prioritizing their personal and professional growth. Focus on a comprehensive roadmap that outlines initiatives, policies and practices aimed at fostering growth, satisfaction, and overall well-being as employees of Social Services.

## Team Development & Well-being

Enhance existing initiatives that foster collaboration, communication, skill development, and a supportive work environment to increase team satisfaction, productivity, and overall division success.

## Recognition Program

Foster a positive work culture by creating a program that provides opportunities for coworkers, supervisors, partners, and the public to show their appreciation of contributions made by staff and volunteers. Recognize and celebrate team and individual achievements regularly.



## Recruitment Practices

Collaborate with the People & Culture department to strengthen recruitment practices, promoting Social Services as an 'Employer of Choice'. Highlight flexible work arrangements and our culture of innovation.

## Onboarding Process

Enhance the onboarding process to ensure individuals new to the Division feel welcomed and prepared, providing comprehensive onboarding that introduces them to the team, explains their role, and outlines Social Services vision, values and expectations.

# Priorities

## Development & Well-being

A strategic roadmap encompasses plans to support staff training, skill enhancement, career advancement opportunities, work-life balance, mental health support and creating a positive work culture conducive to professional development and employee satisfaction.

## Performance Coaching Model

Cultivate a high-performance culture within Social Services by providing personalized support, feedback, and guidance to staff. Empower individuals to reach their full potential and foster continuous learning and improvement.

## Transparent Communication

Maintain transparent communication about Division changes, achievements, and challenges to build meaningful relationships with one another.

# Priorities

## Innovative Partnerships

Focus on leveraging diverse expertise, resources, and networks to develop holistic solutions that improve the well-being of individuals and the community. By embracing innovative partnerships, Social Services can enhance their impact, efficiency, and sustainability in addressing individual and community needs. Effective partnerships allow the City to leverage outside resources and maximize public funds.



## Partnership Nurturing & Development

Foster existing partnerships and cultivate new collaborations to encourage innovative approaches and initiatives that effectively address social issues, enhance service delivery, and improve outcomes for individuals and communities.

## Identify New Opportunities

To maximize our impact, we will actively review best practices that could be piloted to strengthen our network of integrated services.

## Collaborative Planning

Bring together diverse perspectives, expertise, and resources to develop innovative and sustainable solutions that lead to positive and lasting impact for the individuals, families and communities we serve.

## System Growth & Transformation

Utilize data-driven performance metrics to ensure opportunities are aligned with service plans.



Get in Touch

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